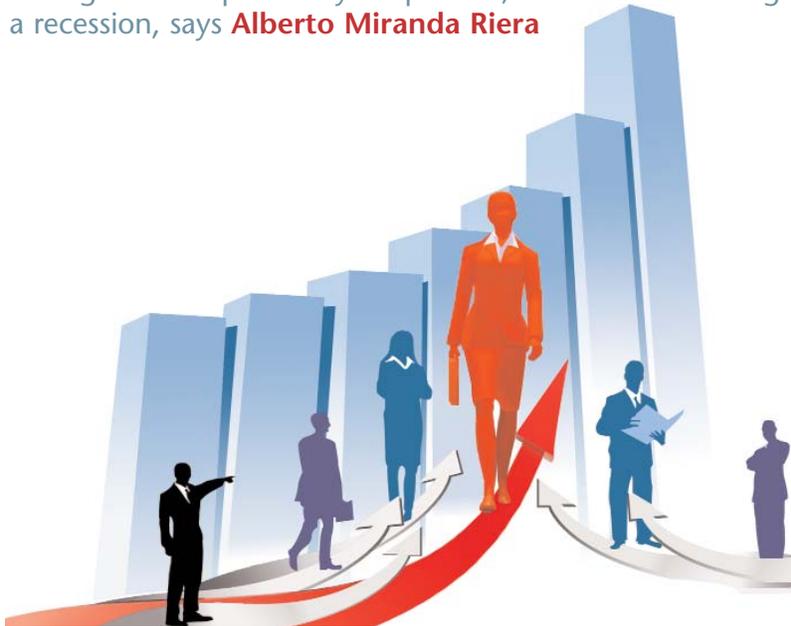


Leaders for difficult times

Strong leadership is always important, and more so during a recession, says **Alberto Miranda Riera**



In an economic climate like today's we need people who can lead both public and private initiatives. You will perhaps agree that the present situation is partly due to a lack of leadership.

It is at difficult times like these that true leaders, who act with determination and are capable of guiding the majority of people, stand out from the rest. Leaders who are honest and self-coherent, and who transmit that honesty through their words and especially through actions. Here are some thoughts on good and bad leadership practices - ideas passed on to us by the many executives we interview regularly.

■ A leader sets an example. He or she is consistent with the message they give because they practise what they preach. They are inherently truthful, and it shows. Besides power, they have authority.

He or she says one thing but does the opposite; they are deceitful, and we do not believe what they say. They are not a good example.

■ They can, understandably, make mistakes. Apologising gains them more respect. *They always try to justify themselves, they are never sorry for anything. There is always a reasonable explanation for everything ...*

■ They exude confidence, have an opinion, express their ideas clearly and know in which direction to go. Their determination is appealing.

MANAGEMENT
Alberto Miranda Riera
 EMA Partners Spain



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They look to others for confidence. They think too much and over-analyse details.

■ They act. They are people who can make decisions quickly. It is not usual to see them unsure.

They put off decision-making because deep down they do not know what to do.

■ They do not blame others. They accept the situation and try to do something about it.

There is always an external excuse to justify their mistakes and ease their conscience.

■ They trust their team. They give them room to manoeuvre in making decisions, and mistakes.

Their subordinates are tense, they know the leader does not trust them. They are afraid of making mistakes and don't want to take decisions.

■ They listen to others' opinions, even though they may differ from their own.

They think of what their answer is going to be, while appearing to listen. They are not interested in what others are saying.

■ They are optimistic without losing touch with reality. They know it is difficult but confidently express the conviction that "we can do it if we try". They do not, however, ask the impossible. *They live a theoretical idealism. They conceal reality in order to justify an inconsistent optimism.*

■ They manage their own time, and that of others, well.

Their team is apprehensive of their constantly having to improvise and feel their time is worthless.

■ They persevere, and exercise patience. They organise their time.

They tire quickly, have emotional ups and downs, are impatient, and can only envision the short term.



BE A CHAMPION

Mahendra Singh Dhoni's leadership style offers invaluable lessons for managers, says **K Sudarshan**

M S Dhoni, India's most successful cricket captain, is well on his way to being regarded as one of the greatest leaders the game has seen. In the past, people have attributed his success to luck, timing, good fortune and the like. But on closer analysis of his success, we see a clear pattern emerging. Dhoni's leadership style offers invaluable lessons to managers at all levels.

UNINHIBITED STYLE: Hailing from a humble background, Dhoni never let this aspect hinder his style or behaviour. In fact, he managed to channelise this raw energy to his on-field performances. He was never shy of expressing himself in any given situation. In a competitive corporate world, you are often judged by your past, or stereotyped, so it is important to maintain a healthy ego at all times.

MANAGING EGOS: In the Indian first-class cricketing hierarchy, Dhoni was catapulted to captaincy ahead of several established players in a team laden with stars and former captains. He took his time and didn't interfere in their proven methods and in the main, managed to extract the best out of these stars without ruffling feathers. Many young managers who inherit legacy organisations face this challenge in the workplace.

CHANGE MANAGEMENT: Dhoni did not rush to change personnel and team culture. He first established his credibility and over time dealt with these issues, managing the

transition through a process of natural attrition and performance management. Most CEOs would do well to take a leaf out of MSD's book and not take the "bull in a china shop" approach when dealing with change in the workplace.

MANAGING SUCCESS: Dhoni dealt with his early success with a lot of maturity with his feet firmly on the ground, which eventually led to his elevation. It requires a great degree of level-headedness and humility to handle fame and money at an early age. In a corporate context, early success need not lead to brash behaviour towards colleagues and customers. We have seen that, at times, young managers who see success early lose their balance and face early career burnouts.

MANAGING PRESSURE: The ability to stay calm and keep his cool with a seemingly uncluttered mind is Dhoni's greatest gift as a leader. This settles the nerves of the rest of the team and ensures that they stay focused and continue to believe in themselves. Dhoni is a lesson for all leaders in terms of their ability to manage extremely stressful work environments. Managing periods of high stress without losing your composure is the

key to long-term success and good health.

FOCUS: Dhoni has immense ability to insulate himself from the surrounding environment and continue to focus on the job. The Champions Trophy campaign is a case in point in the wake of the IPL controversy. In a corporate context, it is vital for managers to stay positive and focus on the task at hand and avoid distractions and negative energies in play at the workplace

INSTINCT: There are occasions when managers forget the 'gut factor' in decision making when confronted with data. Dhoni has often followed his instinct and on most occasions has been proved right. At the recently concluded Champions Trophy final against England, while data would have dictated that he choose Umesh Yadav to bowl one more over, he chose Ishant Sharma for the crucial over which turned the match for India.

MANAGING FAILURE: After the heady success of the World Cup 2011, it was all downhill for Dhoni and his team. After a string of embarrassing losses, it required great character and attitude to bounce back. He did this in style and answered all his critics with the sheer quality of his performance once again. At the workplace, failure has to be dealt with the same fashion as success and one has to continue to be focused on the job at hand.

COMMANDS RESPECT FROM RIVALS: By his mere presence, calmness and body language Dhoni commands respect and fear in the opposition camp. In a work environment, it takes a great deal to be respected by the competition. Respect is earned by sustainably delivering outstanding performance, and being acknowledged for this, both internally, and in the wider marketplace.

BACKS HIS PEOPLE: He places immense trust in his people and backs them to deliver. This allows them to express themselves freely without the fear of failure. At the workplace, team members reciprocate and feel a sense of responsibility based on the trust shown by their leaders in them.

VERSATILE: Dhoni is hands on, versatile and can adapt to any situation. He plays all the three formats of the game, can bat in any position, keep wicket and can even roll his arm over if required. Versatility and adaptability are key in ensuring long-term success by executives.

As a leader Dhoni is aware that the spotlight is on him, but he never hogs the limelight. He keeps a check on his emotions at all times, both in victory and defeat. He still has a lot of cricket left in him and perhaps, for us, there are more lessons to be learnt from him.

STRATEGY

K Sudarshan
Managing Partner
EMA Partners India



Sometimes overlooked since the LinkedIn blockbuster, do executive search consultants still measure up to social networking when it comes to recruiting top talent? How do they rank against human resources departments and their recruiters, often quite valued within their companies?

Say you are looking to fill a pivotal role in your organization. While there is no one true way to recruit, a couple of standard, worthy options, are always available.

Evidently, your human resources department can publish an offer on its network of specialized websites and sort the applicants to single out promising candidates. This option is always valid since human resources departments are ubiquitous, and for a good reason: they are essential. The monitoring of your company's human capital is a crucial task, and HR specialists are particularly well equipped to find great managers, operatives and consultants.

You could also try to draw quality talent within your own social circle, as a member of the board of directors or a vice-president. This option seems intuitive as you have a clear, privileged view of your company's objectives and needs, and you can vet candidates accordingly. This method also allows you to begin recruiting without starting rumors about the direction your business is taking.

These approaches are widespread and reasonably efficient, but they can meet important roadblocks. Internal recruiting is certainly interesting, since it uses resources that sometimes must justify their own expenses. However, even if it's tempting to maximize the use of internal department resources, this initiative can be diminished by a narrow view of the job market. HR teams' generally excellent recruiting tools are not always adapted to strategic executive search; and their processes tend to be reactive. And finally, maybe a company would want to keep its executive search more discreet.

Turning to social recruiting can help you circumvent these obstacles. Of course, your success in your personal search will depend upon the depth of your social and professional networks. This could lead to a thin selection of truly interesting candidates, if only because of the inevitability of time passing. Furthermore, admitting such a search could be compromising to either you or your business. In light of these limitations, you could choose to resort to an executive search consultant.

YOUR BEST BET?

Engaging the services of an executive search consultant is a particularly interesting option. It frees you from the inevitable constraints of your



STILL THE BEST BET

Even in this age of social media, the executive search consultant is a real business partner, says **Jules Grenier**

own networking resources, and from the inherent limitations of your HR department's advertising and database search approach. Your executive search consultant will take a proactive approach, skilfully identifying and surfacing superior candidates from a deep and varied pool. In doing so, the consultant can bring much to the table when it comes to finding the perfect, essential candidate. These assets stem from a depth that can only be guaranteed by a dedicated resource. It is what gives consultants their reputation, and it is present in every facet of their services.

QUANTITY, TIME, QUALITY

To begin with, the consultant is freed from a single professional network: he peers deep into every industry sector to draw out top talent everywhere, with an eye trained to recognize transferable skills - a nuance that is sometimes neglected by internal departments. His search is vast and varied; if the consultant cannot find a local candidate good enough for the position, he will turn to the entire world to find the person you need. This abundance of contacts and candidates could turn into a never-ending stream of interviews with ever more interesting applicants, as can be the case with positions published on professional websites.

However, this is not the case: the consultant understands how precious your time is, and that it is perfectly useless to meet with fifty candidates when you only seek to hire one. To

speed up the recruiting process, the consultant is constantly invested in market research and analysis, his pool of candidates continually updated. These candidates, happy to have the attention of a consultant, are eager to confide in him and listen to his advice with great attention. The consultant is thus able to direct top talent to the right position more quickly and efficiently than other recruiting channels.

By taking the time to really understand your strategic plan and the parameters of your industry, the consultant takes great care to give you a short-list of assured impact candidates. This conversation, your interests, worries and preoccupations are what is at the heart of your relationship with a consultant. Being at the top of the organisational pyramid can lead to your feeling lonely at times, an executive search consultant can become an equal and a partner with whom you can freely discuss the issues and challenges only an executive can face.

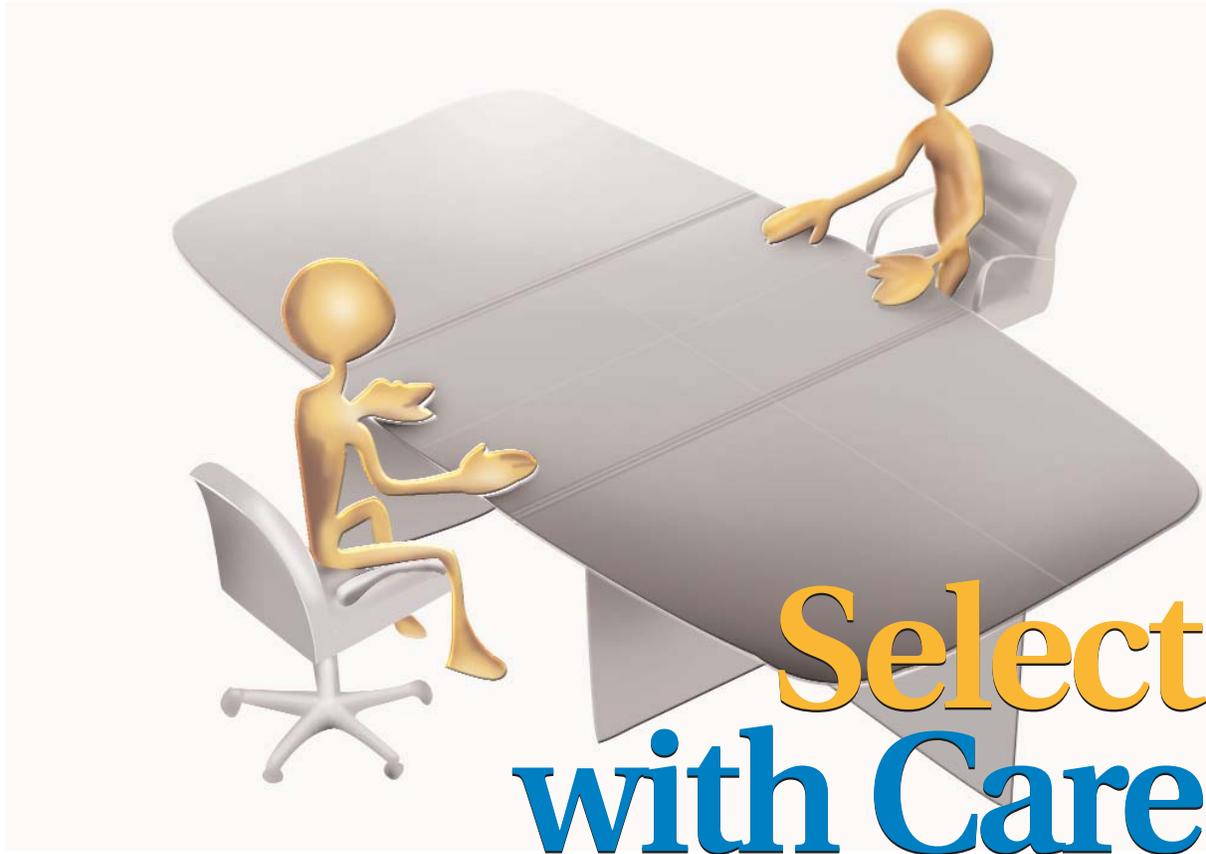
These aspects of the search for candidates come together to form a privileged business partnership between the consultant and his client, guaranteeing a solid measure of reliability, discretion, and transparency to the recruitment process.

Obviously, networking and recruiting methods have evolved rapidly over the past decade: each individual is now in constant communication with the entire planet. This evolution does not, however, push executive search consultants out of the recruiting business; it is precisely these new communication channels that, combined with a thorough understanding of your business objectives and a deep knowledge of the job market, bolster their assets and make them an essential business partner.

STRATEGY

Jules Grenier
Partner
EMA Partners Montreal





Successful interviewers need to go beyond first impressions to be sure they are choosing the right candidate, says **Sue Douglas**

Many managers are not sure about how much information they really can get about a candidate in a short interview. A personal meeting naturally helps to evaluate the candidate's appearance, communication capabilities and exterior features. In most cases the candidate is "on guard", diligently dressed and his/her behaviour at its best. How much information can you get about the personality and management style from just discussing with the candidate?

A successful interviewer can perceive the candidate's characteristics and basic factors of the emotional life and define the candidate's feasibility not only for the job in question but also working for the specific company.

Of course, an absolute necessity is that the interviewer appreciates the requirements of the position and the knowledge of the company's "personality" - its customs, traditions and style. A successful interview requires that you know what and who you are looking for.

However do not reveal to the candidate the required professional background or the characteristics demanded by the job: otherwise the candidate will give answers skewed to what he/she believes are wanted. A common mistake is to unconsciously give clues by making notes of answers that are considered to be important. It is better to wait, until the candidate is answering another question and not till then make a note of the specific detail.

MOTIVATION

One presumably always wants to clarify the motivation of the candidate: for instance, is

A common mistake is to unconsciously give clues by making notes of answers considered to be important. It is better to wait, until the candidate is answering another question

he/she looking for authority, is the candidate ambitious or does he/she primarily want to be popular? Different motives are convenient for different types of work tasks.

Helpful questions are e.g.: "What do you think are your most important achievements?" "Which job did you really like most of all and why?" "What do you prefer to do in your leisure time?" and "What motivates you: money, control and authority or achievements?"

A candidate whose answer to the last question is money, can involuntarily expose something totally different if he/she at the same time describes as the most important achievement a start-up of a company's sector including considerable risks and furthermore making the operation successful; describes as the most pleasant work a job that includes daily crises; as the best free time hobby the construction of wooden cabinets. These are all "achievement"-answers and in conflict with the evaluation regarding the candidate given by him/herself.

MANAGEMENT STYLE

Certain positions in the company demand a leader, who is good at motivating others, create a team; other positions or companies need the "Lone Ranger" type. However, in the interviews we too often ask: "What would you do if...". Such a question is too complex and dependent on too many different things. An intelligent candidate can presumably shape the correct answer based on the situation and make appropriate assumptions.



Better would be questions in free format, questions that relate to earlier work performance, like e.g.: "In what way have you controlled how your subordinates perform?"

Some candidate might list the daily telephone calls, the regular visits and reports. Somebody would describe the specifying of targets and positioning of objectives and would leave the attendance of daily details to his/her staff. In the earlier case, we have a manager, who wants to interfere and to be involved in everything; whilst the latter case is a manager, who prefers to work at "elbow-distance". Neither one is right nor wrong - they just fit or do not fit in the specific job situation.

VALUES

One most revealing question in this case could be: "What sort of manager has your best and your worst superior been?" The description of the worst manager could invoke an image of the proposed line manager of the candidate - and this way eliminates the candidate from the list.

Whilst the answer regarding the best manager often indicates what kind of person the candidate him/herself wants to be. The candidate could answer for instance, "My manager demanded results, but he/she was objective." The answer defines the candidate's scale of values.

PERSONALITY

A useful method here could be a range of questions linked together, but even so

One most revealing question could be: "What sort of manager has your best and your worst superior been?"

questions asked separately: "Were you and your sister - or your brother - alike when you were children?" "Are you and your wife - or your husband - alike or different? In what way?" What do you admire most of all in your spouse - or partner?"

Answers:

- 1/"We are very different. My brother is quiet and diligent."
- 2/"We are very different. My wife is much more companionable than I am."
- 3/"I admire my wife's ability to become familiar with other people."

The two first answers seem to be in conflict with each other. They describe a boisterous juvenile, who has become introvert in the mature age. Because people do not change so obviously, we have to study this more in detail.

RECRUITMENT

Sue Douglas
Director
EMA Partners UK



The third answer tells us something else: the candidate, still being companionable, is afraid that his ability in situations that demands sociability (my wife is different, she can easily become friends with other people). A range of answers like these, though here presented in a simple way, indicates, that the candidate may have problems if the human contacts are important regarding the position.

How much can we then build upon the individual's own assessment of him/herself? Most people really are familiar with their strong and weak characteristics. They have repeatedly heard about them from their bosses, their family members and their friends. However we have to believe that the candidate is consistent in his/her answers. Regardless of the capability of the interviewer there are some limitations with the personal meeting. The interviews cannot guarantee that we can expose dishonesty - when we meet people who have this character defect. It is also well known that alcoholism can be skilfully concealed. In this matter it is useful to pay attention to expressions and gestures. Turning the look elsewhere, putting the hand in front of the mouth, if the person's conversation suddenly becomes too fast or too hesitating, moving the fingers nervously or any abnormal behaviour maybe important and can give information, that should be

taken into consideration.

TESTS

There are many aspects of a candidate that can be uncovered by ways other than an interview. When evaluating the previous work performance, analytical abilities and certain details regarding intelligence, it is most useful if the carefully managed interview is complemented by a range of objective tests and extensive checking of references. Some clients use psychometric tests whilst others use situational exercises. This information, that we get outside the interview, also prevents the interviewer stepping into the trap of "falling in love" with the candidate because of his/her personal characteristics. However glorious those characteristics may be, love is often blind!

But a word of caution about over-reliance on psychometric tests; these are never 100% accurate, far from it and they may not be that relevant to specific positions - one size does not fit all. They should be used to assist further evaluation of indicated weaknesses and also apparent strengths and certainly not as a replacement for decision making.

In our office, we tend to favour situational exercises which can be based upon the client's operating environment and give a good measure of the way in which the candidate really thinks in certain circumstances and under pressure."

WORDS OF THE WISE



Management means, in the last analysis, the substitution of thought for brawn and muscle, of knowledge for folklore and superstition, and of cooperation for force.

Peter Drucker

The key to being a good manager is keeping the people who hate you away from those who are still undecided.

Casey Stengel

TALENT IN DEMAND

Succession planning and knowledge transfer are essential to prevent a shortage of qualified leadership in the natural resources sector, says **A Ramachandran**

The energy hungry economies of the world are driving up demand for natural resources and the sector has responded by pushing investment in exploration, mining and production. We are seeing a growing number of mines and rigs across continents and the industry is using newer technologies to extract more from existing capacities. There is an increase in research and development to create sustainable energy and organizations find themselves constrained by technical challenges, government bureaucracy and environmental watch dogs. With ever increasing public and government scrutiny, the energy and natural resources sector faces severe political, social and economic challenges.

But the one single challenge that transcends boundaries is the availability of talent across

functions. The long-term growth barrier for most natural resources companies is the scarcity of skilled technical resources. A recent *Gulf Publishing* report on industry workforce issues highlights a looming skills gap in the US and Canada, where it predicts that over 30% of the petroleum industry's core workforce will retire within the next decade, creating the need to hire an additional 39,000 professionals.

The industry's increased appetite for skilled manpower and unavailability of university students pursuing mining and energy related courses has resulted in a huge vacuum which will prove to be one of the biggest deterrents for growth of this sector besides increased environmental concerns.

GENESIS AND DIAGNOSIS

■ A challenging work environment and

negative perception of the extractive industry among young students has prevented many from taking this line of study. Poor knowledge on the opportunities presented by this industry along with the claims of environmentally unsound practices of the industry has led many a student away from this sector. Owing to poor intake, the number of universities offering these courses has reduced significantly. For instance, in Australia in the early '90s, there were more than 18 universities offering courses in this sector. This has come down to a handful now. Even in a growing economy like India, there are only a few hundreds of petroleum and mining engineers churned out each year. Compare this with the students in other streams of engineering.

■ Over the years, with newer methods of





exploration, the natural resources sector has expanded significantly with newer mines and rigs emerging significantly across geographies. Mongolia has identified huge reserves of copper beneath its cold deserts. In India huge underground ore bodies of Lead and Zinc have been identified, which is expected to increase the life of mines significantly.

■ With increased mechanization, some of the ageing talent residing in these organizations is forced to unlearn and relearn newer techniques of mining. Their ability to relearn is vastly reduced and some of them have become redundant to these organizations.

■ Mechanization has also led to increased specialization. Two types of technical talent reside in this sector. Technical generalists are the professionals who run the mine or the rig operations. Typically they are the operation heads or the unit heads of the mines or rigs.

The other talent is the Technical specialists. Typically they are the backfill engineers, shaft sinkers, rock mechanics etc. In traditional mature mining markets like Australia, Canada, South Africa the technical generalist talent is still available, but ageing rapidly as there is suboptimal infusion of youngsters. In emerging mining countries there is a scarcity on this count as well.

■ Another unique aspect of this sector is the learning cycle. A mining engineer takes over a decade to become an expert. The nuances in specialized functions makes this cycle longer. For instance, an expert mine planner in an open pit mine will be of no help in an underground mine. A rock mechanics engineer will be an expert only if he has worked in various types of mines, with

exposure to different rock structures and geological dynamics. Now compare this with a software engineer, where the expertise is built in a much shorter span and the skills are getting more and more commoditized.

■ Importantly, we have so far seen little structured effort from the industry to change the perception, attract youngsters and build a pipeline of leaders for the future. The industry must be more proactive in marketing itself to the younger generation. Students should also be educated on the investments made in research and development, the opportunity to work in diverse geographic locations and the challenging technical advances they could be on the forefront of. Partnering with universities may not be enough. Young adults should be reached before entering university to plant the idea of the opportunities available early on.

This is even more imperative today, as the sector has lost a generation of engineers to sectors like IT and Telecom.

LOOKING AHEAD

■ Reach out to school programs have been initiated in the US and Canada. For instance, In Texas, the IPAA's (Independent Petroleum Association of America) Houston-based education centre has over the past four years established a petroleum academy

scheme that operates in four of the area's high schools. Students taking part in the programme are put through a multi-disciplinary curriculum that gives them grounding in the various scientific, social and financial aspects of the petroleum business and offers them internship opportunities. Such grass-root initiatives will go a long way in addressing the talent issue in the coming years.

■ Closer home, In India a large Indian mining major has tied up with BITS Pilani to offer a structured operations programme for science graduates. They have also tied up with Indian School of Mines to give short term courses for the junior and senior technical professionals to keep them abreast on the newer mining methods.

■ Creative ways to reduce the learning cycle are continuously thought of and mining graduates are given exposure to global scenarios at a very early stage in their career. This has helped broaden their perspective and has exposed these young minds to various challenges.

Also, of late, Indian organizations are dipping into the global talent pool for technical specialist roles and getting the young engineers to train with these global experts. This will help them develop in-house expertise over a period of time.

■ "Outsourcing" has crept into this sector as well. Organisations are hiring global consultants like AMC, SRK to deliver mission critical and specialized niche services. Organizations are also leveraging the retiring professionals' knowledge in order to retain intellectual capital.

NO EASY SOLUTIONS

■ There are no easy solutions to the kind of talent crunch the sector is facing, but now that these problems have reached cataclysmic proportion, the industry is devising innovative methods to tackle them, both from a short term and long term perspective.

■ In addition, it will be critical that companies put a solid strategy in place to steer their organizations through the imminent transitions in corporate leadership and senior management.

Succession planning and knowledge transfer are key components to ensure there will not be any gap or shortage of qualified leadership in the industry. The industry needs to come out with a break-out strategy and position itself as a lucrative sector providing intellectual stimulation and monetary benefits.

RESOURCES
A Ramachandran
Client Partner
EMA Partners India



IRON HANDS IN VELVET GLOVES

Chinese female executives face a number of gender-related challenges at the workplace



Chinese female executives face a variety of management challenges in a traditionally patriarchal society - including discriminatory hiring practices, balancing different needs of both male and female employees, and managing men unaccustomed to female leaders. On the surface, it appears a variety of influences - such as the Communist Party's efforts to promote gender equality, China's rapid modernization and the one-child policy - have weakened the hold of traditional perceptions that relegated women to a subordinate position in society.

It may appear that Chinese women have an excellent opportunity to climb the corporate ladder. However, in reality, traditional gender roles and biases in China are still very tangible. Practical financial considerations and the changing structure of China's family have encouraged female participation in the workforce, but ultimately have had little effect on eroding restrictive gender roles. In fact, modern trends appear to have expanded Chinese women's obligations both in the workplace and at home. The modern female Chinese manager faces not only the professional difficulty of managing teams in a society

traditionally biased against women, but also the need to fulfill familial obligations. The pressure to make ends meet in a country with soaring inflation and steadily rising costs of living has thrust millions of women into the labor force. Historically, China's economic environment created a context in which women needed to work to keep the family running. This trend has continued to accelerate. The Cultural Revolution paved the way for women to break past traditional family roles so they could labor in the fields among men. Those women did it all - professionals or laborers by day, housekeepers and perhaps mothers by night.

Today, many families rely on two incomes in order to survive. Against the backdrop of an increasing wealth gap in China, women at the bottom of the economic ladder continue the quest to feed their families, and those at the top strive to attain more than their neighbors. One cannot conclude that greater female participation in the workforce and an increasing number of female managers in China are the result of more progressive gender attitudes. Rather, economic necessity has driven these changes and has left aspiring Chinese women facing many of the same challenges...

In addition to the challenge of balancing family responsibilities with growing professional expectations, Chinese female executives also face a number of gender-related challenges in the workplace, which can take the form of direct discriminatory

practices as well as more subtle ones.

In China, the onus is on female managers to establish their credibility and gain respect in the workplace. These managers need "to be seen as objective and all about the business... Male executives, on the other hand, are given the benefit of the doubt more often...

Balancing the demands presented by rapid economic growth, a changing social structure and evolving gender attitudes creates significant challenges for both female managers and direct reports. Yet through strong soft skills and a commitment to their expertise, many of these women have established their credibility despite these obstacles.

(By Emma Gow, Justin Knapp, Katherine Littlefield and Yinyin Wu, members of the Lauder Class of 2014. Excerpted from Knowledge@Wharton)

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HOW TO RECRUIT

THE RIGHT PERSON FOR THE JOB



Put about 100 bricks in some particular order in a closed room with an open window. Then send two or three candidates in the room and close the door. Leave them alone and come back after six hours and then analyze the situation.

If they are counting the bricks.

Put them in the accounts department.

If they are recounting them..

Put them in auditing.



If they have messed up the whole place with the bricks.

Put them in engineering.

If they are arranging the bricks in some strange order.

Put them in planning.

If they are throwing the bricks at each other.

Put them in operations .

If they are sleeping.

Put them in security.

If they have broken the bricks into pieces.

Put them in information technology.

If they are sitting idle.

Put them in human resources.

If they say they have tried

different combinations, yet not a brick has been moved.

Put them in sales.

If they have already left for the day.

Put them in marketing.

If they are staring out of the window.

Put them on strategic planning.

And then last but not least.

If they are talking to each other and not a single brick has been moved.

Congratulate them and

put them in top management.